

Annex E

DEPARTMENT OF STATE
WASHINGTON

FOREIGN SERVICE
PERSONNEL CIRCULAR NO. 98
MAY 9, 1952

UNCLASSIFIED

SUBJECT: Efficiency Reports on Foreign Service Personnel

1. Purpose

This circular establishes the procedures governing the preparation, submission, disposition, and disclosure of performance reports on personnel of the Foreign Service. The following instructions are hereby abolished:

Foreign Service Personnel Circular No. 54 of August 16, 1950
Foreign Service Personnel Circular No. 59 of November 13, 1950
Foreign Service Personnel Circular No. 75 of July 2, 1951
Circular Airgram, July 18, 1951, 8:05 a.m.

Any other instructions or regulations that are inconsistent with the provisions of this circular are superseded by this circular.

2. Definition

By the term "efficiency report" is meant a periodic, orderly, factual written analysis and evaluation of an employee's performance and of his value to the service based on personal observation of his work, conduct, skills, and potentialities.

3. Purpose of Efficiency Reports

The primary purpose of an efficiency reporting program is to aid in the effective utilization of manpower. Efficiency reports provide an objective basis for informed and intelligent personnel decisions affecting in-class promotions, class to class promotions, transfers and reassignments, training assignments, and separations.

4. Need for Objectivity in Rating

The importance to the Service of objective and carefully considered efficiency reports cannot be overestimated. Properly prepared, they are a useful tool in personnel management and utilization. On the other hand, careless, incomplete, biased, or evasive reports can seriously impair morale and efficiency. Rating devices employed by the Service will assist supervisors in maintaining the objectivity and fairness of ratings assigned. However, the forms and techniques used only assist in the application of sound judgment; they are not a substitute for it. In the final analysis, the responsibility for a correct appraisal of an employee's effectiveness is that of the supervisor who must be aware constantly of his responsibility to the Department, to the officer or employee reported on, and to the other personnel of the Service who may be affected by the ratings made in any one instance. The success of the rating program depends on the proper realization on the part of supervisors of these responsibilities and on their ability to present a fair and accurate evaluation of work performance.

5. Standards of Performance

Objectivity of efficiency reporting cannot be realized without an understanding on the part of the supervisor and the subordinate of what the latter is expected to accomplish. The ideal yardstick by which to measure accomplishment is a previously established standard of performance which the officer or employee understands and accepts. Those standards of performance determined by the rating officer as required for the specific assignment held by the individual should be reviewed with the officer or employee at least once during each rating period, and as often as indicated by circumstances in the individual case, and also at the time of each change of assignment or the assumption of additional duties. Such discussions should include a current evaluation of his performance stressing deficiencies as well as strong points and he should be informed specifically how he may effect improvement in those areas where he is weak. Such practice will tend to improve the employee's level of performance and avoid difficult situations which are likely to develop if efficiency reports are prepared on individuals without their prior knowledge concerning the acceptability of their work.

6. Preparation of Reports

6.1 Rating Officers

The principal officer will designate the person responsible for the preparation of the efficiency reports. Normally the rating officer will be the person immediately responsible for the work of the officer or employee to be rated. If special local conditions require the preparation of the report by a person other than the immediate supervisor, the circumstances shall be noted on the report form and the relationship of the rating officer to the person rated will be indicated clearly. In conducting discussions of individual performance referred to in section 5 above, parts I to V of the efficiency report should be used as guides. Such discussions must be recorded in part VI of the form. Individual efficiency reports when completed and signed by the rating officer should be referred to the reviewing officer.

6.2 Reviewing Officer

The efficiency report will be reviewed by a reviewing officer designated by the principal officer. Normally the reviewing officer will be the highest ranking officer who has adequate personal knowledge of the person rated. The reviewing officer may concur in the report, may indicate instances of disagreement with any portion of the report, or may prepare a completely separate and independent report. However, he shall not change or cause to be changed any portion of the report prepared by the rating officer. When such review has been completed and the form properly signed by the reviewing officer it should be referred for review by a panel if feasible at the particular post.

6.3 Review by a Panel

Principal officers are instructed to designate, when feasible at their posts, a panel of key officers to review the efficiency reports prepared on all subordinate officers and employees. It will be the responsibility of this panel to insure conformity with instructions and the uniform application of comparable standards of evaluation by reviewing with all rating officers at the post, just prior to efficiency report submission dates, the current efficiency report forms, instructions, and this circular. Following completion of efficiency reports, the panels will review each report and return to rating officers for corrections any reports which do not conform with the Department's instructions. The panel will not have the authority to make any change in the ratings prepared by the rating officers but may, if they so desire, attach a statement of their reactions to the efficiency report.

6.4 Training of Rating and Reviewing Officers

It shall be the responsibility of the principal officer to conduct, or cause to be conducted, training courses for all rating and reviewing officers regardless of previous training or experience. At posts where review panels are feasible the responsibility for training should be delegated to the review panel and one of its members designated as chairman. The training course should include a study of this circular stressing particularly: the purpose of efficiency reports; the necessity for establishing standards of performance prior to each rating; the need for objectivity in reporting; the fact that each officer and employee is to be evaluated only on his demonstrated performance in the assignment or assignments held during the rating period and on those qualities and factors believed to be essential to all employees of the Foreign Service. The review of this circular should be followed by a detailed examination of the efficiency report forms and their supplemental instructions to insure that rating officers thoroughly understand the purpose of, and the method to be followed in completing each part of the forms and that they realize the necessity of applying the precise definitions and scope of each quality and factor to be rated as provided in the instructions. No rating should be undertaken without immediate reference to such definitions since only in this way can the desired uniformity of standards be realized. As stated in Paragraph 6.3 above, the review panel has no authority to make any change in ratings but will review such ratings to insure that they conform to the Department's instructions. They may, however, attach such comments as they care to make to the completed efficiency report. The review by the panel may disclose the need for revising or supplementing the training course to be conducted prior to the next reporting period.

7. Time of Preparation and Submission of Reports

7.1 Regular Reports

- 7.11 Regular efficiency reports for Foreign Service Officers and Foreign Service Reserve Officers normally cover the period July 1 - June 30 and shall be prepared and submitted to the Department on Form FS-315 (Rev. May 1952) not later than July 1, each year.
- 7.12 Regular efficiency reports for Foreign Service Staff Officers Classes 1-9 normally cover the period December 1 - November 30 and shall be prepared and submitted to the Department on Form FS-315 (Rev. May 1952) not later than December 1, each year.
- 7.13 Regular efficiency reports for Foreign Service Staff Employees Classes 10-22 normally cover the period December 1 - November 30 and shall be prepared and submitted to the Department on Form FS-205 E (Rev. May 1952) not later than December 1, each year.
- 7.14 Efficiency reports for representatives of other agencies shall be prepared August 1, each year, in accordance with section 12 below.
- 7.15 Efficiency reports for local employees shall be prepared in accordance with locally established regulations. It is recommended that Form FS-205 E (May 1952) be used (and when appropriate Form FS-315 (May 1952) and that they be prepared by December 1, each year. These reports are retained in the post and not submitted to the Department.

7.2 Interim Reports

Interim reports shall be prepared and submitted whenever there is a major change in the duties performed, a transfer from the post by the person supervising the position, or a transfer from the post of the person being rated. Interim reports will not be required if the date of change is within two months subsequent to the submission of the annual efficiency report. Interim reports are mandatory at the time of any change prior to the date for submission of the annual efficiency report. It is extremely important that every assignment and every period of service be properly documented.

7.5 Probationary Reports

7.31 Foreign Service Officers in Class 6

Foreign Service Officers in Class 6 are considered in probationary status. Supervisory officers must insure that interim reports are submitted at the time of each change of assignment and that both interim report and the regular annual efficiency report are thoroughly documented and promptly submitted.

7.32 Other Foreign Service Personnel

Subsequent to the eighteenth month and prior to the twenty-first month of a probationary employee's appointment the principal officer shall submit a special efficiency report. This report shall be made on the regular efficiency rating form and shall include the officer's recommendation as to whether the probationer should be retained in the Service. Special efficiency reports and principal officer's recommendations shall be submitted regardless of the rating given the probationer in his first regular efficiency report and whether or not other formal or informal reports concerning the probationer's conduct and suitability have been brought to the Department's attention.

8. Responsibility for Prompt Submission of Reports

Principal officers and/or the highest ranking officers holding administrative responsibilities will be held responsible for the prompt submission of reports on post personnel and on officers in charge of subordinate posts on the dates indicated. The responsibility of supervisory Consuls General or Chiefs of Mission for reporting on principal officers stationed at outlying posts is as great as for reporting on officers attached to their immediate staffs. The efficiency reporting system is basic to the merit system in the

Foreign Service, affecting directly class to class promotions, in-class promotions, transfers and reassignments, training assignments, and separations. Failure to submit such report when required may seriously affect the career of the individual. No such failure can be condoned. The ability of the principal officer and the administrative officer to maintain the required deadlines without exception and submit adequate reports will be one of the factors considered in judging their over-all executive effectiveness. Where reports are inadequately prepared or are not submitted at the time required, the responsible officer may be notified by administrative letter, a copy of which will be placed in his dossier.

9. Efficiency Report Forms

Efficiency reports will be submitted on the following forms:

Foreign Service Officers	FS-315 (Rev. May 1952)
Foreign Service Reserve Officers	FS-315 (Rev. May 1952)
Foreign Service Staff Officers Classes 1-9 and any staff employees Classes 10-11 assigned at officer level	FS-315 (Rev. May 1952)
Foreign Service Staff Employees Classes 10-22	FS-205E (Rev. May 1952)

Local employees - in accordance with local regulations. Preferably Form FS-205E (May 1952) (FS-315 (May 1952) when appropriate). Copies of these reports are not submitted to the Department.

All Forms FS-315, Rev. July 1950, FS-205E, Rev. October 1950 and FS-205F, Rev. October 1950 are obsolete as of the date of this circular and shall be discarded

Personnel of other Governmental agencies - Form 205d except as listed in section 12, below.

Specific instructions concerning Form FS-315 (Rev. May 1952) are contained in Attachment A.

Specific instructions concerning Form FS-205E (Rev. May 1952) are contained in Attachment B.

10. Disposition of Efficiency Reports

10.1 At Time of Preparation

The original copy of each efficiency report other than those prepared for local employees shall be sent to the Department of State in a sealed envelop marked "Confidential - For the Division of Foreign Service Personnel". The duplicate copy shall be retained at the post and kept in the confidential file of the principal officer, his ranking subordinate, or the administrative or personnel officer, as determined by the principal officer.

10.2 Transfer of Rating Officer

The duplicate file copy of the efficiency reports prepared by the outgoing rating officer shall be retained at the post.

10.3 Transfer of Officer or Employee Rated

Immediately upon permanent departure from the post, the principal officer shall forward the duplicate file copies of the pertinent efficiency reports and related documents on detached officers and employees to the Department of State in a sealed envelop marked "Confidential - For the Division of Foreign Service Personnel".

11. Disclosure of Efficiency Report Material

11.1 American Personnel

11.11 As a matter of good supervisory practice officers and employees of the Foreign Service are expected to keep personnel under their supervision

informed of their standing with respect to the required standard of performance. This should be a continual activity rather than limited to the time of submission of reports. Subordinate personnel should be informed concerning deficiencies, weaknesses, and shortcomings in corrective interviews with proper counsel and guidance to insure improved performance. Although no formal notice of intention to render a low evaluation of performance is required, the existence of deficiencies which cause the submission of such reports should be discussed with the officer or employee concerned during the period covered by the report.

- 11.12 The principal officer or his authorized deputy shall upon written request of an officer or employee furnish him with an oral summary of the performance material maintained at the post. While the rating officer may, if he so desires, show the person being rated a copy of the efficiency report, it is not the policy of the Department that Foreign Service personnel have a right of access to the efficiency report material other than the aforementioned summary.

11.2 Local Employees

The principal officer shall establish local regulations concerning the disclosure of efficiency report information to local employees. Such information may refer only to employment while in the Foreign Service of the United States.

11.3 Disclosure of Reports in the Department

Requests of officers or employees for efficiency report information not available in post files shall be submitted to the Division of Foreign Service Personnel. The Chief of the Division will supply to the person concerned a summary of the efficiency reports and other performance material submitted during the period on which the information is requested.

11.4 Disclosure of Security or Loyalty Information

No disclosure shall be made of any security or loyalty information in the post files to any employee, either American or local.

12. Preparation and Submission of Reports on Representatives of Other Departments and Agencies

- 12.1 The efficiency reports on all representatives or officers of other departments or agencies appointed or detailed for duty at a Foreign Service post and who are actually attached to such post, such as officers of the Public Health and the United States Immigration Service and Military and Naval Attaches, are to be prepared by the principal officer. Efficiency reports on representatives and officers of other departments or agencies, not so attached, may be waived. Regardless of waiver of efficiency reports in non-attachment cases, the post is expected in ordinary course to inform the Department by correspondence of instances of exceptionally meritorious performance and, conversely, of adverse factors suggesting individual unfitness for duties abroad in Government service. Efficiency reports on attached representatives of other departments or agencies are not used by the Department of State but are forwarded to the agency concerned. These reports are to be made on Form 205d "Personnel Report of Representatives of Other Departments Abroad" and should contain comments upon the general conduct, habits, industry, attention to duty, readiness and ability to cooperate, judgment and tact in dealing with others and general fitness as a representative of the Government of the United States. Opinion on the technical efficiency of the representative or officer should be restricted to immediate observation. The report should state the period the reporting officer has known the officer reported on and if opportunities for observation have been in any way unusual. The original copy of such report shall be sent to the Department of State in a sealed envelop marked "Confidential - for the Division of Foreign Service Personnel".

- 12.2 Although Form 205d is the reporting form for this category of personnel, the reporting officer may at his discretion use either Form FS-315 (Rev. May 1952) or FS-205E (May 1952) (whichever is appropriate) if a more detailed report is indicated or

required. When either of such forms are used Form 205d should be completed to show the name of the officer or representative, his title and post and attached securely to the basic form. Form FS-315 (May 1952) should be used in all cases involving officers of the United States Public Health and United States Immigration Services and nurses or assistants employed in an office whose duties relate to the administration of the restrictive immigration act.

ATTACHMENTS

- A - Special instructions concerning form FS-315 (Rev. May 1952)
- B - Special instructions concerning form FS-205E (Rev. May 1952)

DISTRIBUTION

All Foreign Service posts.

INSTRUCTIONS FOR USE OF FORM FS-315 (Rev. May, 1952)

*cancelled by
FSC 175.*

1. Personnel Rated on Form FS-315 (Rev. May, 1952)

This form will be used to report on the performance of the following categories of personnel:

- All Foreign Service Officers
- All Foreign Service Reserve Officers
- All Foreign Service Staff Officers, Classes 1 - 9
- Any staff employee Class 10 - 11 assigned at "officer" level

2. Type Form Used

Effective immediately Form FS-315 (Rev. May, 1952) only is to be used in preparing efficiency reports for the categories of personnel listed in paragraph 1 above.

All Forms FS-315, (Rev. July 1950), and FS-205E, (Rev. October 1950), are now obsolete and shall be discarded.

3. Preparation of Report

3.1 Heading

- a. Officer being rated - the last name first - first name - initial, as:
Hudson, Sidney K.
- b. Class - indicate class of employee as of end of rating period.
- c. Classification of Position - Class - the functional title of the position and salary class level as allocated by the Department. If position is not yet officially classified indicate "Recommended" and follow by classification and class recommended for the position.
- d. Functional Title of Officer Being Rated - the functional title used by the post in identifying the officer's assignment.
- e. Diplomatic or Consular Title (if any) - any such diplomatic or consular title which may have been assigned.
- f. Post - indicate post (Habana, Tel Aviv, etc.)
- g. Date of Arrival - date officer entered on duty at the post.
- h. Period Covered by Report - will ordinarily be one year. Indicate the inclusive dates.
- i. Rated by - ordinarily the name of the immediate supervisor is entered here unless another officer has been designated by the principal officer to prepare the report in which case the circumstances requiring this deviation should be noted in Part VI of the form. Under the name of the rating officer also list the official functional title, as: Chief, Economic Section, Labor Attache, etc.
- j. Reviewed by - the name and title of the officer designated by the principal officer to review the report. Ordinarily this is the highest ranking officer in direct line of authority of person rated who is personally familiar with the work performed.

3.2 Part I

Follow instructions on the form.

3.3 Part II

Follow instructions on the form. For purposes of uniformity the qualities are defined as follows:

CHARACTER

An estimate of the officer's reputation, distinctive personal qualities or traits, moral vigor, self-discipline.

ABILITY

The officer's aptitude, capacity and competence as a representative of the United States abroad and as an employee of the Foreign Service when compared with individuals of similar experience and rank.

CONDUCT

The officer's manner of conducting himself both at and away from the office. Does his conduct and that of his family reflect with credit on the Service?

QUALITY OF WORK

The appropriateness, general usefulness, degree of initiative, and competence reflected by the end product of his efforts.

INDUSTRY

Habitual vigilance in any assignment or pursuit; the steady attention to the business at hand.

EXPERIENCE

The value to the Foreign Service of all prior experience regardless of where such experience was acquired.

DEPENDABILITY

Trustworthiness, reliability, the quality of doing what is expected at the proper time without direct supervision.

GENERAL USEFULNESS

General utility to the post involving not only the performance of his assignment but especially his willingness and ability to help others in an emergency or when otherwise required.

3.4 Part III

Follow instructions as given on the form. As an aid to accuracy and uniformity in rating, each of the factors is defined below.

Rating and reviewing officers are reminded that factors are not defined as applicable to specialized assignments only. It should also be noted that factors are not necessarily inter-related and that it is quite possible for an officer to have demonstrated a high degree of competence in one factor while being considered below standard in others. Careful evaluation of each factor as a separate item will substantially increase the validity of the rating.

FACTOR DEFINITIONS

1. General Knowledge of the Foreign Service

Consider understanding of significant aspects of Political, Economic, Informational, Consular, Administrative programs and the relationship of each to over-all foreign policy.

2. Understanding of Political Factors

Consider breadth of background and grasp of essential aspects, significant implications, underlying principles and their applicability to national and international trends, potentials, developments.

3. Understanding of Economic Factors

Consider breadth of background and grasp of essential aspects, significant implications, underlying principles and their applicability to national and international trends, potentials, developments.

4. Understanding of Information Programs and Techniques

Consider knowledge of the broad objectives, underlying intent, and significant implications of information and educational programs and of the techniques and methods of conducting such programs.

5. Knowledge of Administrative Practices

Consider familiarity with personnel procedures, space management, transportation, communications, supply, budget and fiscal matters, organization and management techniques, employee welfare programs, etc.

6. Knowledge of Consular Duties

Consider knowledge of the laws and regulations governing the issuance of visas, passports, etc.

7. Effectiveness in Applying Laws and Regulations Correctly

Consider demonstrated ability in the application of laws and regulations during the rating period.

8. Thoroughness and Accuracy of Work

Consider necessity for verification of completed work; degree of exactness, precision, conformity to standards or facts; degree of acceptability of completed work as final.

9. Power and Accuracy of Observation

Consider shrewdness of perception and the ability to distinguish the significant from the insignificant in any situation.

10. Effectiveness of Written Expression

Consider ability to present logically developed, concise grammatical reports; aptitude for evaluation of data with exclusion of the unimportant; ability to avoid over-technical nomenclature.

11. Effectiveness of Oral Expression

Consider intelligibility, distinctness, forcefulness of speech, choice of words.

12. Negotiating Ability

Consider tact, persistency, forcefulness in reaching agreement with others; scope of technical and professional knowledge of negotiable matters; articulateness and poise in conference environment; faculty for astute compromise without sacrifice of ultimate aims.

13. Judgment

Consider capacity to evaluate the relative importance of possible lines of action within limits of field of specialization; ability to foresee consequence of action; ability to appraise accurately the capacities of subordinate personnel; ability to correct or improve performance for the good of the Service.

14. Skill in Dealing with the Public

Consider ability to correctly apply laws and regulations unaffected by personal prejudices or bias; ability to resist pressures and the ability to say "no" convincingly when required without offending those seeking service or favors.

15. Effectiveness as Supervisor

Consider ability to secure the maximum cooperation and effectiveness of subordinates and to stimulate their growth and development without unfavorable effect on morale.

16. Managerial Effectiveness

Consider ability to plan, organize and direct a program or work project and to provide the necessary leadership for a staff.

17. Ability in Field of Intelligence

Consider knowledge of intelligence sources; ability to obtain information and intelligence discreetly; ability to evaluate relative import of intelligence sources and to effectively present derived facts or data.

18. Ability to Get Along With Others

Consider business and social relationships; tact in dealing with others; sympathetic regard for the problems of others.

19. Tactfulness

Consider ability to perceive appropriate conduct and act accordingly in varying situations; sense of discretion and fitness in personal relations; ability to correct, direct, and advise employees and associates without giving offense.

20. Initiative

Consider ability to recognize what is needed; ability to suggest, improve, and install new methods for increased efficiency; evidence of self-initiated action and capacity to attempt untried or difficult tasks.

21. Resourcefulness

Consider ability to devise quickly appropriate means to accomplish the desired result; alertness in developing apt solutions with minimum of guidance.

22. Decisiveness

Consider ability to reach sound conclusions promptly; ability to determine a definite and proper course of action.

23. Forcefulness

Consider confidence in his convictions; ability to present a case in a convincing manner; ability to meet resistance or inertia squarely.

24. Adaptability

Consider scope and range of aptitude as demonstrated on the job; ease in mastering new responsibilities; capacity for anticipating need for shift of emphasis; sense of changing circumstances and promptness in conforming with new professional and social patterns.

25. Cooperativeness

Consider attitude toward the assignment, supervisors, subordinates, the public, and toward the Service; sense of organizational loyalty; ability to adjust to administrative discipline; willingness to work with and for others.

26. Patience

Consider calmness, self-possession under stress; ability to accept tedious unrewarding tasks with equanimity; sense of timing and capacity for composed waiting if necessary to achieve ultimately a desired effect.

27. Sense of Humor

Consider sympathetic awareness of natural frailties in himself and others; flair for sensing the timing and appropriateness of introducing humor to relieve tension, pressure, or emotional stress in trying circumstances; capacity for fair self-appraisal and understanding of proper role in official and social circumstances.

28. Cost Consciousness

Consider apparent interest and effectiveness in conserving public funds.

29. Security Consciousness

Consider individual's adherence to necessary and established security precautions, including personal security, document security, and physical security.

30. Good Manners and Politeness

Consider evidences of inherent courtesy, even temper, amiability, refinement.

3.5 Part IV

Follow instructions on the form.

3.6 Part V

Follow instructions on the form.

3.7 Part VI

a. Attitude

Consider attitude toward the job, superiors, subordinates, the public, and towards the Service; enthusiasm toward job and supervisors; usefulness in the Foreign Service.

b. Professional or Technical Qualifications

Consider professional or technical skill or capacity and indicate briefly the level of competence in pertinent functions such as coding, accounting, and commercial or economic reporting, etc.

c. Executive Ability

Consider capacity to organize the job, to direct the activities of subordinates so as to inspire teamwork, high morale, efficient operation and to elicit respect, confidence, cooperation and loyalty of those supervised; consider ability to delegate responsibility and maintain effective discipline; ability to recognize and develop by sound training and apt guidance the advancement potential of subordinates; ability to stimulate desire for self-improvement, mastery of the job, and increasing responsibilities.

d. Representational Capacity

Consider ability to develop and maintain contacts with politically prominent persons (both nationally and internationally), local industrialists, businessmen, labor leaders and prominent members of the American business community; ability to utilize associations in facilitating daily business relationships with local authorities; popularity and acceptance by others.

e. Effectiveness in Training Subordinates

This topic is self-explanatory and applies both to the training of junior officers and clerical and technical employees.

f. If Officer's Assignment Has Been Either Above or Below That for His Permanent Class, Discuss His Performance Relative to the Level of His Assignment.

An officer serving in an assignment, the level of which is substantially below that normally held by one in his class, may be expected to do outstanding work. If, on the other hand, an officer has had an assignment, the level of which is substantially above that normally held by one of his class, his performance may be expected to be less outstanding. If either of these situations has existed, discuss your evaluation of officer's performance in relation to his personal rank.

g. Physical Fitness, Emotional Stability

Consider endurance, energy, handicaps or disabilities; general emotional stability, including stamina under pressure, self-control and clear thinking in emergencies.

h. Comments on Members of Family, If Any

Self-explanatory as listed on the form.

i. Recommendation, If Any, for Special Training

On the basis of a thorough evaluation does officer's performance suggest the desirability of special training? Indicate training recommended.

j. Adverse Factors a Selection Board Should Consider in Connection with Promotion or Placement of this Officer

Even though the officer is performing outstanding service he may be comparatively weak or deficient in some area. Any adverse factors listed here will not necessarily be detrimental to the officer but rather will serve to provide the Department, the Selection Board, or the Promotion Review Panel with information relative to the weakness as well as strength of the officer rated.

k. Your Willingness to have this Officer Serve with You at Any Post

Self-explanatory as listed on the form.

l. Placement Potential - How has Officer Prepared Self for Greater Usefulness or More Responsibility

Self-explanatory as listed on the form.

m. Is the Work of This Officer of that Degree of Excellence Which Would Cause You to Urge His Promotion to the Next Higher Grade As Soon As He Is Eligible

It must be remembered that the Selection Board or Promotion Review Panel in considering officers for possible promotion must compare them with all officers in their class. Your comments should be made with such a competitive basis in mind.

- n. What was the Officer's Reaction to your Discussion with Him, During the Period Covered by the Rating, of His Level of Performance Relative to those Qualities and Factors to be Evaluated on Parts I through V of this Form?

State whether the officer was in agreement or disagreement with your evaluation of his performance and if in disagreement his reasons as stated to you. Direct quotations may be used.

- o. Summary Comments

Include here any additional facts or topics which in your opinion may be useful to the Department or will assist in comparing the officer with others in his class. When appropriate include factors outside the assignment which may affect the officer's performance such as domestic problems, health of self or family, etc.

Comments from the Reviewing Officer are encouraged. Such comments should be clearly identified as those of the Reviewing Officer.

- p. If in Part V, You Selected Either the Top or Bottom Statement as Best Reflecting the Over-all Performance of the Officer Rated, Justify Such Selection in Full

Either the top or bottom statement reflects a level of performance which is applicable to only a very small percentage of officers in any class and may be assigned only following the most thorough and objective evaluation of performance, therefore, full and complete justification is required.

INSTRUCTIONS FOR USE OF
FORM FS-205E (Rev. May 1952)

1. Personnel Rated on Form FS-205E, (Rev. May 1952)

This form will be used to report on the performance of the following personnel:

- a. Foreign Service Staff employees - classes 10 - 22.

2. Type Form Used

Effective immediately Form FS-205E (Rev. May 1952) only is to be used in preparing efficiency reports for the category of personnel listed in Paragraph 1 above. Form 205F (October 1950) is now obsolete and is not to be used after the effective date of this circular.

3. Preparation of Report

3.1 Heading

- a. Employee being rated - last name first, first name, initial, as:
Grenfield, Harold E.
- b. Class - indicate class of employee as of end of rating period.
- c. Classification of position - class - The functional title of the position and salary class level as allocated by the Department. If the position is not yet officially classified indicate "Recommended" and follow by classification and class recommended by post.
- d. Post - indicate post (London, Madrid, etc.).
- e. Date of arrival - actual date of entry on duty at post.
- f. Period covered by report - ordinarily will be one year. Indicate inclusive dates.
- g. Rated by - ordinarily the name of the immediate supervisor unless another superior officer has been designated by the principal officer to prepare the report in which case the circumstances requiring this deviation should be noted in Part VI of the form. Under name of rating officer, list official functional title as: Administrative Officer, Public Affairs Officer, etc.
- h. Reviewed by - ordinarily the highest ranking superior in direct line of authority over employee rated who is personally familiar with the work performed.

3.2 Part I

Follow instructions as provided on the Form.

3.3 Part II

Follow instructions as provided on the Form.

3.4 Part III

Follow instructions as provided on the Form.

3.5 Part IV

Follow instructions as provided on the Form.

3.6 Part V

Follow instructions as provided on the form.

3.7 Part VI - Summary Comments and Recommendations

To obtain a complete description of the employee's competence and value, Part VI provides space for a narrative evaluation of certain factors of paramount importance in successful Service performance. Review each factor fully providing the required information.

- a. Education - experience - Indicate the level of formal education attained; professional or technical training; describe briefly both previous non-Service and Service experience.
- b. Professional, technical, or administrative qualifications - Consider present skill or capacity and indicate briefly the level of competence in pertinent functions such as coding; accounting; passport or visa work; commercial or economic reporting; etc.
- c. Clerical qualifications - Consider present skill or aptitude and indicate briefly level of competence in pertinent functions and activities such as stenography, typing, accounting, translating, interpreting, etc.
- d. Conduct - Consider conduct of employee and members of his family which may add to or detract from the effectiveness of the job performed or the general reputation of the Service; contribution to Service goodwill by maintenance of proper relationships in the community.
- e. Placement potential - Considering the employee's aptitudes and traits as demonstrated by his job performance, indicate his potential competence and most effective placement level; indicate vocational interests, plans, and if pertinent, the need and reasons for transfer, reassignment, or additional training.
- f. Wishes of employee relative to assignment and/or transfer - What type of assignment and post does the employee desire as next assignment?
- g. If employee's assignment level has been either above or below that for his permanent class, discuss his performance relative to the level of assignment - An employee serving in an assignment, the level of which is substantially below that normally held by one in his class, may be expected to do outstanding work. If, on the other hand, an employee has had an assignment, the level of which is substantially above that normally held by one of his class, his performance may be expected to be less outstanding. If either of these situations has existed, discuss your evaluation of employee's performance in relation to his personal rank.
- h. Recommendation, if any, for special training - On the basis of a thorough evaluation does employee's performance suggest the desirability of special training? Indicate training recommended.
- i. Adverse Factors which should be considered relative to possible promotion or placement of the employee - Discuss those qualities or characteristics of the employee in which you feel he is the most deficient. Even unusually competent and efficient employees may be deficient and weak in some areas.
- j. Is the work of this employee of that degree of excellence which would cause you to urge his promotion to the next higher grade as soon as he is eligible? Keep in mind that promotions are made in competition with all other employees in that class. Therefore, such discussion should be based on a comparison of the employee rated with the performance of all others in his class of whom you have personal knowledge.
- k. Your willingness to have this employee serve with you at any post - Self-explanatory.

1. What was employee's reaction to your discussion with him, during the period covered by the rating, of his performance relative to those factors as reflected in Parts I through V of this form? Point out whether the employee agreed or disagreed with your evaluation of his performance and if in disagreement his reason for disagreement, whether he has shown interest in self-improvement or whether he has a hostile or uncooperative attitude.
- m. Summary Comments - Include here any additional facts or topics which in your opinion may be useful to the Department and will assist in comparing the employee with others in his class for purposes of possible promotion. When appropriate include factors outside the assignment which may affect performance such as domestic problems, health of self or family, etc. Comments from the Reviewing Officer are encouraged. Such comments should be clearly identified as those of the Reviewing Officer.
- n. If in Part V, you selected either the top or bottom statement as best reflecting the over-all performance of the employee being rated, justify such selection in full. - Either the top or bottom statement reflects a level of performance which is applicable to only a very small percentage of the employees in any class and may be assigned only following the most thorough and objective evaluation of performance, therefore, full and complete justification is required.